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**FINANCIAL TIMES**

## OVERSEAS NEWS

### New bid to break Namibia deadlock

BY J. D. F. JONES IN JOHANNESBURG

A NEW coalition grouping which aims to bring together hundreds of local as well as national organisations—the United Democratic Front was launched in Cape Town at the weekend in opposition to the South African Government's proposals for a new constitution, our Johannesburg Correspondent writes.

The Front elected three well known radical figures as presidents—Mr Oscar Mpetha, Mrs Albertina Sisulu, and

Mr Archie Gamede—and 14 "patrons" including the jailed African National Congress leader, Mr Nelson Mandela, and other banned or imprisoned figures.

It remains to be seen whether the UDF will be able to bring together all the extra-parliamentary opponents of the government. A number of significant organisations, including the Azanian People's Organisation (Azapo), have so far kept their distance.

Afrikaner support. The South African Defence Force has denied reports that it is engaged in a strike deep into Angola.

The Government in Luanda has confirmed that Unita has captured the town of Canganga, one of the last remaining Government outposts in the south-east. The Secretary General and his party will not

go near the war zone. Mr Perez de Cuellar arrived in South Africa today in yet another diplomatic bid to break the deadlock over the future of Namibia (South West Africa).

Few observers here are hopeful he can succeed where the long-running efforts of the Contact Group of five Western nations have so far failed.

Mr Perez de Cuellar has a

mandate from the UN Security Council to consult with "the parties to the proposed ceasefire"—the South African Peoples Organisation (Swapo) and the South African Government.

He has to report back by

August 31. He will hold talks with Ministers in Cape Town, then, on Thursday will fly to Windhoek and on to Luanda.

The visit coincides with a deterioration in the regional security situation. There have

recently been reports of a

dramatic escalation in the fighting in southern Angola between

Government troops and Unita,

the rebel movement which is

thought to enjoy covert South

Angola. Critics of the South African position insist that Cuban withdrawal is a separate matter, the sovereign concern of Angola alone.

Although the Secretary-General is technically not authorised to stray into the Cuban issue, it is thought here that the Cuban presence is bound to figure in the Cape Town talks. The South African Foreign Minister, Mr P. G. Botha, has welcomed the visit—the first by a UN Secretary-General to the republic for 11 years—as "useful."

Meanwhile, Mr Perez de Cuellar will also find that the "internal parties" inside Namibia are in even greater disarray than usual. The Administrator-General has promulgated a new State Council but it has not been implemented yet because it has attracted so little support from Windhoek's myriad parties. Some of these parties have recently resumed their own search for a degree of unity.

Despite denials from the Soviet Embassy, it is believed in Brussels that two Soviet officials and one Romanian have been told to leave the country. Two other diplomats have also apparently been told to leave.

Brussels is a natural magnet for East Bloc economic intelligence op-

### Belgium acts against economic espionage

BY PAUL CHEESERIGHT IN BRUSSELS

BELGIUM has joined the growing number of Western countries acting against economic espionage by expelling an unspecified number of diplomats.

A senior official of the Belgian Ministry of Foreign Affairs is under arrest.

Mr Leo Tindemans, the Foreign Minister, this weekend confirmed the existence of a case of economic espionage, but he refused to specify what countries the expelled diplomats came from or how many there are of them, citing the need to avoid "diplomatic complications."

Meanwhile, Mr Perez de Cuellar will also find that the "internal parties" inside Namibia are in even greater disarray than usual. The Administrator-General has promulgated a new State Council but it has not been implemented yet because it has attracted so little support from Windhoek's myriad parties. Some of these parties have recently resumed their own search for a degree of unity.

### EEC plan for transport

BY OUR BRUSSELS CORRESPONDENT

THE EEC should commit \$34m in the period to the end of 1987 to projects aimed at improving road, rail and water transport, according to the European Commission.

If these new proposals are accepted by EEC ministers, it would be a notable boost to attempts to produce a common EEC transport policy. But as the member states bring

the total EEC budget under close scrutiny, the idea of new spending may not be immediately attractive.

The Commission, in its draft regulation, has been careful to mention a geographically wide range of projects suitable for EEC support, from which a selection could be made in the 1984 financial year.

#### Financial Times Conferences

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##### ASIAN ENERGY

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##### WORLD FINANCIAL FUTURES

London — September 28 and 29

##### FT — CITY COURSE

London — October 6 - November 24

##### THE PROFESSIONAL PERSONAL COMPUTER: MARKETS AND STRATEGIES

London — October 11 and 12

##### THE FT CONFERENCE ON COMPETITION, MERGERS, ACQUISITIONS, BUY OUTS AND PUBLIC POLICY

London — October 20 and 21

##### THE FINANCIAL SERVICES REVOLUTION: BANKS AND NON-BANKS IN THE 1980s

London — October 24 and 25

##### BANKING AND ELECTRONIC TECHNOLOGY

London — October 26 and 27

##### THE SECOND THATCHER GOVERNMENT

London — November 15 and 16

##### WORLD TELECOMMUNICATIONS

London — November 29 and 30

##### THE FT BRITISH VENTURE CAPITAL ASSOCIATION FINANCIAL FORUM

London — December 1 and 2

##### WORLD BANKING IN 1984

London — December 6 and 7

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## UK NEWS

# Bullion seized in clampdown on smuggling

BY DAVID DODWELL

CUSTOMS AND EXCISE officials in London confirmed yesterday that gold bullion — perhaps worth more than £1m — had been seized as part of an investigation into gold smuggling.

A spokesman refused to confirm that £1m of gold bars had been seized from the premises of Charterhouse Japet, the merchant banking arm of the Charterhouse group, as reported in a newspaper yesterday.

But he confirmed that seizures had been made from a number of premises in the City of London where banks have been innocent recipients of effectively contraband gold.

Concern over smuggling operations came to a head two weeks ago when London's leading bullion dealers halted their trading with the public.

Although this accounts for a small proportion of total bullion dealing, it has led to some hardship for gold coin dealers, and investors who hold gold coins.

Smuggling operations arise because gold dealers in the UK have

to pay 15 per cent VAT on all purchases. Smugglers bring gold into the country without paying VAT, resell, charging VAT, and reap a huge profit.

The UK is attracting this smuggling activity because of the comparatively high rate of VAT charged. Rates vary from country to country throughout the European Community. In the Channel Islands and Luxembourg, for example, there is no tax, while in Belgium the rate is just 1 per cent.

Smuggling has emerged as a problem since April last year, when Sir Geoffrey Howe, then Chancellor of the Exchequer, closed a tax loophole by extending VAT charges to cover gold coins.

Until that time, only gold bullion and jewellery had been subject to charges. This allowed people to import gold coins free of VAT, melt them down, and then sell the gold either as bullion or jewellery — claiming VAT they had never paid.

"Since April last year, we have been able to reduce fraudulent trading," a Customs and Excise spokesman said yesterday.

## UNIONS OFFERED NEW ROLE IN RELATIONSHIP WITH GOVERNMENT

## Tebbit seeks deal on strikes

BY JOHN LLOYD, LABOUR EDITOR

MR NORMAN TEBBIT, the Employment Secretary, is prepared to grant trades unions a significant, if carefully circumscribed, role in national level negotiations on employment issues, including industrial relations legislation.

One of the major issues on which he is keen to hold discussions will be industrial action in essential services. The indications are that he will look for a deal which would rule out strikes in those industries designated as essential — if the price of "buying out" such strikes could be agreed.

The possibility of such a relationship developing hangs on debate at the Trades Union Congress (TUC) annual meeting next month. In two sessions of talks on Thursday and Friday last week both Mr Tebbit and the union leaders stressed the seriousness of the discussions.

Mr Len Murray, the TUC general secretary, and other senior TUC figures, believe there is no choice but to attempt to represent union members' interests at such talks — even though they may undermine the TUC's loss of power since the 1980s and 1970s.

Assuming a Congress vote in favour of a rapprochement — which neither the TUC nor Mr Tebbit takes for granted — talks between

the two sides will begin almost at once on the Government's white paper (policy document) on ballots for union executives, on strikes and on the existence of a political fund.

A Bill is to be introduced very early in the new parliamentary session, probably as the first major piece of legislation. Drafts are already under way, and Mr Tebbit does not believe that the unions, because of their refusal to consult be-

fore the election, can materially influence its contents.

However, he does believe that union objections to technicalities in the Bill could bring changes, and would certainly make the debate in committee stage, on both sides of the House of Commons, more informed.

On the trade union levy, where the Tory programme explicitly calls for consultations with the unions,

the employment secretary will look seriously at any suggestion which could meet his test of fairness — that is, that payment of the levy is fully conscious and voluntary. A TUC proposal which did so could pre-empt his present preferred option of substituting "contracting in" to the levy for "contracting out".

Parallel proposals to give shareholders the right to decide on whether or not their companies gave money to political parties would, he believes, be helpful to legislation on the levy. However, such moves would be a matter for Mr Cecil Parkinson, the Secretary for Trade and Industry, and no decision has yet been made.

In the longer term, Mr Tebbit is particularly concerned to have talks on the structure of education, on apprenticeship reform, and on the payment of wages — the last of which was broached in these areas, and that new systems would work much better with their co-operation.

He is keen to see them play the role adopted by other pressure groups such as the Confederation of British Industry, by joining into the Whitehall struggles between departments.

He also believes he could get the TUC on his side against the educational establishment, to make education more vocationally oriented.

## Cash call by TUC

BY PHILIP BASSETT, LABOUR CORRESPONDENT

THE TUC is facing a deficit next year so large that even if all its reserves were deployed to try to absorb it, there would still be a loss next year of about £300,000.

As a result, the TUC general council is putting proposals to next month's annual Congress for a two-stage increase in affiliation fees.

Even this is less than the TUC needs to restore its finance to their end-1982 level.

Figures in the TUC's annual report, published today, show that income rose last year by about £30,000 to £5.1m, mainly because of an increase in fees of 7.5p per member in January 1982.

This increase, however, was off-

set by the continuing decline in trade union membership, and a consequent requirement to repay to member unions some £265,000 in unpaid affiliation fees from 1981.

An overall surplus last year of £428,785 was achieved mainly because spending rose much more slowly than in the previous year.

Spending is likely to have risen again this year and, coupled with static affiliation fees and an expected fall in membership in 1983 by a further 500,000 to a total of about 10m, a net deficit for 1983 of about £300,000 is likely.

Meeting this would reduce the level of the TUC's main administration fund to about £800,000 by the end of the year.

## Civil Service faces 3% pay rise ceiling

BY MAX WILKINSON, ECONOMICS CORRESPONDENT

A 3 PER CENT ceiling for next year's rise in Civil Service pay is expected to be agreed by ministers soon after they return from their summer holidays.

Although the limit will be directly applied only to the wage bill for 1.1m government employees, it will be an important benchmark for the next round of pay negotiations throughout the public sector.

Some hard-line ministers will argue that the limit should be reduced to 2½ per cent from the 3½ per cent applied to wage costs in the present financial year.

There is a view, however, in Whitehall that this would represent an unrealistically tight squeeze in relation to the present 7 per cent annual rate of increase in earnings for the economy as a whole.

Even a ceiling of 3 per cent would be more than 3 percentage points below the rate of inflation expected by most independent forecasters for the end of 1984. The National Institute of Social and Economic Research, for example, believes the inflation rate will have risen to over 7 per cent by then.

However, Mr Nigel Lawson, the Chancellor of the Exchequer, is certain to take a hard line on public sector pay as part of his campaign to contain costs and reduce the Government's borrowing needs.

A 3 per cent pay ceiling would apply to the total wage bill rather than to individual pay settlements. But

In the 12 months to June, the average increase in total earnings was 4 per cent above the rise in prices,

## The airline for people who fly to work.



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## Yard strikers stay out

BY MARK MEREDITH

HIGHLANDS FABRICATORS, the offshore construction yard in the Scottish Highlands, is expected to start recruiting workers this week after dismissing its entire 2,000 hourly-paid workers last week for going on strike.

Meanwhile, the workforce has voted to continue the strike which

began over the removal of special shelters for welding work and the withdrawal by the company of free orange juice and coffee. The strikers are seeking to have the dispute made official.

Pickets are expected to be posted at the offshore yard at Nigg today.

## BUSINESSMAN'S DIARY

### UK TRADE FAIRS AND EXHIBITIONS

Aug. 19-23 Bike Exhibition (01-385 1200) Earls Court

Sept. 21-24 International Craft and Hobby Fair (04282 72711) Wembley Conference Centre

Aug. 27-29 Hi-Fi Show (01-686 2589) Heathrow Penta Hotel

Sept. 13 Business and Light Aviation Show (01-642 9040) Cranfield

Sept. 3-7 Autumn Gifts Fair (01-855 9201) Olympia

Sept. 5-8 Builder's merchants exhibition—BEMEX (01-680 4200) Wembley Conference Centre

Sept. 6-9 International Carpet Fair (021-705 6707) Harrogate Exhibition Centre

Sept. 6-9 Offshore Europe Exhibition and Conference (01-549 5831) Bridge of Don Showground, Aberdeen

Sept. 11-14 Cable and Satellite TV Exhibition and Conference—CAST (01-457 4397) N.E.C., Birmingham

Sept. 11-14 International Menswear—MAB (0727 63213) Olympia

Sept. 11-14 Autumn Fair (01-855 9201) Earls Court

## OVERSEAS TRADE FAIRS

Aug. 28-30 International Security Conference and Exhibition (0483 35085) New York

Sept. 13 International Sci-Fi Conductor and Electronics Components Exhibition — INTERNEPCON (0483 35085) Hong Kong

Sept. 4-10 International Autumn Fair (01-483 3111) Leipzig

Sept. 8-10 International Confectionery, Chocolate and Biscuit Trade Exhibition—INTERSUC (01-499 3964) Paris

Sept. 10-18 International Autumn Trade Fair (01-891 2606) Vienna

Sept. 14-21 International Engineering Fair (021-455 9800) Brno

Sept. 15-25 International Motor Show (01-734 0543) Frankfurt

Sept. 19-22 International Hotel and Catering Equipment Exhibition—ICAFA (01-486 1951) Munich

Sept. 26-30 S.E. Asia Production Machinery and Industrial Development Show—MACHINE ASIA (01-486 1961) Singapore

Sept. 27-Oct. 1 International Chemical Plant and Engineering Exhibition—INCHEM (01-221 2043) Tokyo

Sept. 30-Oct. 4 Toy and Gift Autumn Show (01-333 5901) Taipei

Oct. 2-6 Middle East Construction and Municipal Services Exhibition (01-835 8200) Kuwait

## BUSINESS AND MANAGEMENT CONFERENCES

Sept. 1-2 Metal Bulletin barter conference (01-330 4311) Vista Hotel, New York, U.S.

Sept. 7-8 FT Conference: Asian energy (01-621 1355) Singapore

Sept. 12-14 Risk Research Group: Captive insurance companies—establishment, operation and management (01-236 2175) Tower Hotel, London

Sept. 14-16 Industrial Relations Services Employee communications—how to get your message across and achieve success (01-229 4751) College of Marketing, Cokham, Berks

Sept. 25-29 ETMC: European truck maintenance conference (01-572 7313) Sheraton Hotel, Brussels

Sept. 27 Oyez IBC: The art of negotiating for company executives and professional advisers (01-236 4080) Portman Hotel, W1

Sept. 28 Institute of Purchasing and Supply: The use of computers to aid purchasing and materials management (0780 56777) Cumberland Hotel, W1

Sept. 29 Oyez IBC: European truck maintenance conference (01-572 7313) Sheraton Hotel, Brussels

Sept. 29 Oyez IBC: The art of negotiating for company executives and professional advisers (01-236 4080) Portman Hotel, W1

Sept. 29 FT Conference: World financial futures (01-621 1355) Royal Lancaster Hotel, W2

Sept. 29 Anyone wishing to attend any of the above events is advised to telephone the organisers to ensure that there has been no change in the details published.

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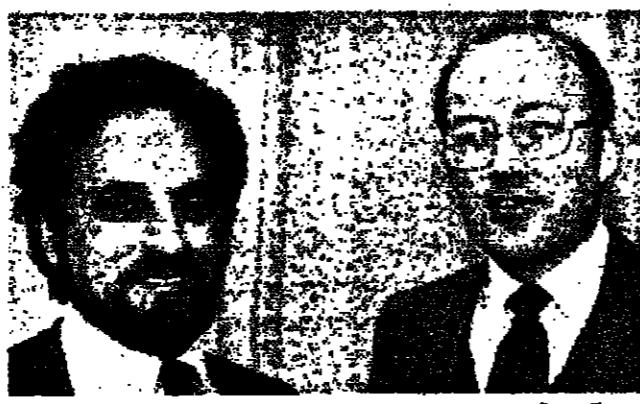
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## TECHNOLOGY

HOW APPLIED BIOSYSTEMS PRODUCES BIOTECHNOLOGY TOOLS

## Genetics' pick and shovel

BY DAVID FISHLOCK, SCIENCE EDITOR



Above: Dr Sam Eletz (left) with his colleague, "Large companies cannot move as fast as a small one like ours," he says.

THOSE who made money out of the first California gold rush, the bearded PhD with a biblical profile advised City investment analysts, "were those who produced the picks and shovels." Dr Sam Eletz, president of Applied Biosystems, the latest biotechnology company to seek London's money, makes tools for genetic engineers.

Applied Biosystems from Foster City, south of San Francisco, is just two years old but—uncharacteristically of the new crop of biotechnology ventures—has been making money for the last half-year.

Last month the company sold 1.4m shares and raised \$18m—\$12m of which, Issue, comes from David Leathers, investment manager for Biotechnology Investments, the Rothschild fund which specialises in biotechnology stocks.

It has taken an instrument invented by the California Institute of Technology (Caltech) and developed it into a commercial product which sells for about \$100,000. ICI has just ordered the first to be bought by Britain, of a total of several dozen ordered, mostly from the U.S. and Japan.

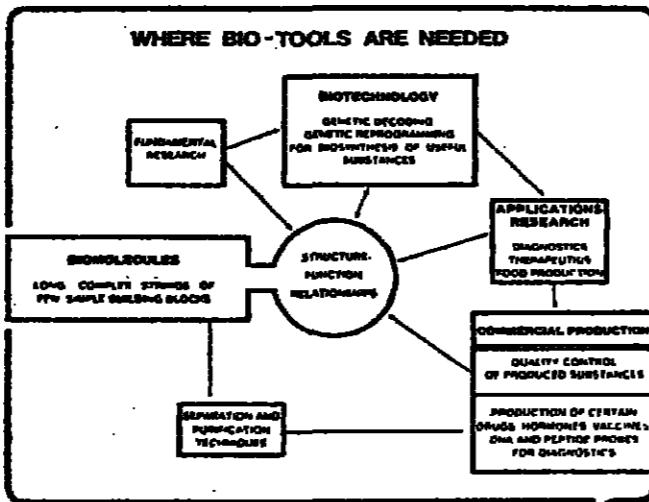
The instrument is an automated protein sequencer. Its unique feature is the sensitivity with which it can perform its analysis on microscopic amounts of protein. Its user just writes his requirements into a visual display unit and the machine does the rest.

The basic technology of automatically working out the sequence of amino acids in a protein molecule has been available for nearly two decades. It consists of a series of chemical steps which recognise the final or "tail" amino acid in a sequence, remove it for separate identification, then go to work on the next, and so on.

The liquid-phase chemistry used ran into difficulties as the molecular biologists presented ever-lengthening sequences in ever-diminishing amounts for analysis. Caltech researchers, led by Professor Leroy Hood, chairman of the division of biology, developed a new microchemistry based on gas-phase analysis. It could handle as little as 1,500th of the amounts of protein previously needed.

Applied Biosystems obtained an exclusive licence from Caltech to develop and manufacture a new commercial instrument and provide the high-purity chemicals on which "micro-sequencing" depends.

Dr Eletz, who left a senior executive position with Hewlett Packard to help found Applied



the new company's principal consultants. His assistant, Dr Michael Hunkapiller, has joined the company this summer.

The model 470 A protein sequencer and its associated reagents are the bedrock of the company's business today. According to Dr Eletz, Beckman Instruments, which had previously dominated the market for protein sequencers, when offered a licence by Caltech, had said it would take three or four years to develop such a sophisticated instrument to prototype stage. His company took a year.

"Large companies cannot move as fast as a small one such as ours." He has a point of just 65.

Dr Eletz, who left a senior executive position with Hewlett Packard to help found Applied

could make use of a protein sequencer of this sensitivity. Industrial laboratories in the chemical and pharmaceutical industries—Du Pont, Eli Lilly, Hoffman-La Roche, etc—have begun to order.

He has even received an order from the USSR—from the agency which evaluates foreign technology.

Hard on the heels of the sequencer, however, is a less precise tool for genetic engineers with a much bigger appetite for reagents. This is his model 380 A automated DNA synthesiser.

It assembles and purifies pieces of DNA from 10-10 nucleotides in length, using innovative chemistry culled from the University of Colorado, where Prof Marvin Caruthers, another of the company's principal consultants, is based.

Applied Biosystems shares extend to access to technology with Beckman (now Smith Kline Beckman).

The DNA synthesiser costs \$22,500. The first was shipped only in March. But it consumes chemicals worth about \$3,200 a month. Dr Eletz believes that revenues from sales of the reagents needed by his instruments will have caught up with instrument earnings in about five years.

Beyond the DNA synthesiser stands a family of novel instruments for research and for disease diagnosis. It hopes to be the first company in the world to market a automated sequencer for DNA able to unravel the make-up of a complete gene. Caltech is trying to solve this problem and Applied Biosystems has an option to licence its results.

Dr Eletz was introduced to the City by N. M. Rothschild, whose \$50m offshore fund Biotechnology Investments was an early investor in his company. The fund now holds 6 per cent of the equity of Applied Biosystems.

Sam Eletz says his aim is to maintain R and D expenditure at 23 per cent of revenue to create a steady flow of new tools in a fast-evolving field.

His goal is simply to become "a major producer and supplier of products for biotechnology." With a poetic turn of phrase he likens the goal of Applied Biosystems to that of an Elizabethan sonnet, to make tools that elicit the function of molecules in the way that a sonnet "elicits an emotional response from the reader."

## Television

## Sony's plans for digital television

## SWEDISH PHARMACEUTICALS

## KabiGen—serving drug companies

EDITED BY ALAN CANE

Total capability in construction.



BY ELAINE WILLIAMS

Last Thursday talks with KabiGen's owners began with a number of Sweden's large industrial groups to sell up to 40 per cent of the KabiGen stock. This is expected to raise up to SKr 100m to turn the company into a centre of biotechnical expertise.

Companies who are interested in acquiring a piece of KabiGen include Volvo, Komas-Mars, a large forestry group, Bofors, Boliden, and ASEA-Ålvål, which already had interest in biotechnology. The talks are expected to last a month.

As well as its research effort in producing various types of drugs, KabiGen is also involved in recombinant DNA. KabiGen is recognised in the industry as being at the forefront of the technology in making "gene machines" mainly for its own use.

Mr Aberg, however, says that KabiGen's main job is to fulfil the needs of its parent companies.

"The first contract could have turned KabiGen into a large company. In a way I am glad we didn't—we are here to serve the cow breeders.

KabiGen is a tool not a product."

KabiGen is already the world's largest producer of human growth hormone using conventional techniques and has around 70 per cent of the world market.

Mr Aberg said that the company is producing "non-interface scanning."

This doubles the number of scanning lines which make up a picture on the television screen.

Digital processing was originally developed for the professional broadcasting market and Sony is not the only company to have developed digital processing techniques for the domestic television set. ITT in the U.S. already has such circuitry which was developed mainly to cut the cost of making sets rather than improving quality.

It is likely that Sony will use some of the ITT circuitry in the lower range of its planned products.

It has also been rumoured that Sony will eventually bring the digital televisions for production at its plant at Bridgend in South Wales. It is expected to make an announcement in early September which will clarify its position in the UK.

ELAINE WILLIAMS



Originally KabiGen had hoped to introduce the drug this year but Mr Aberg wanted to delay human growth hormone's appearance until he was happy about its level of purity. Producing materials

at the Royal Veterinary College in Stockholm. Now he says that his company is not yet ready to sell the hormone. "KabiGen's budget now stands at around SKr 15m though it has not yet made a profit. KabiGen isn't made to make money today," he said. Neither does he envisage KabiGen becoming a huge biotechnology company. "Perhaps we will have up to 60 workers," he said.

Academic

Aberg left his academic career at the Royal Veterinary College in Stockholm to join KabiGen. Now he says that his company is not yet ready to sell the hormone. "KabiGen's budget now stands at around SKr 15m though it has not yet made a profit. KabiGen isn't made to make money today," he said. Neither does he envisage KabiGen becoming a huge biotechnology company. "Perhaps we will have up to 60 workers," he said.

## BARCLAYS

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## THE MANAGEMENT PAGE

Financial Times Monday August 22 1983

EDITED BY CHRISTOPHER LORENZ

FORGET THE hoary stories, long put about by the "human relations" school of Western writers that the employees of a Japanese company are just one big happy "family" all pulled together in the rosy glow of a contented consensus. The success of Japanese management, abroad as well as at home, has more to do with the detail of some highly disciplined and ruthless working practices, especially in production.

Forget also the idea that the transfer of this management style to Japanese subsidiaries in Europe may still run up against resistance from British and other European factory workers, and from their attendant trade unions. Far from it. While most blue-collar workers seem to be accepting Japanese management with enthusiasm, it is the local managers and white-collar workers who are putting up resistance.

Forget too the notion—much put about by economists and business school academics—that Japanese companies are being turned inexorably into multinationals.

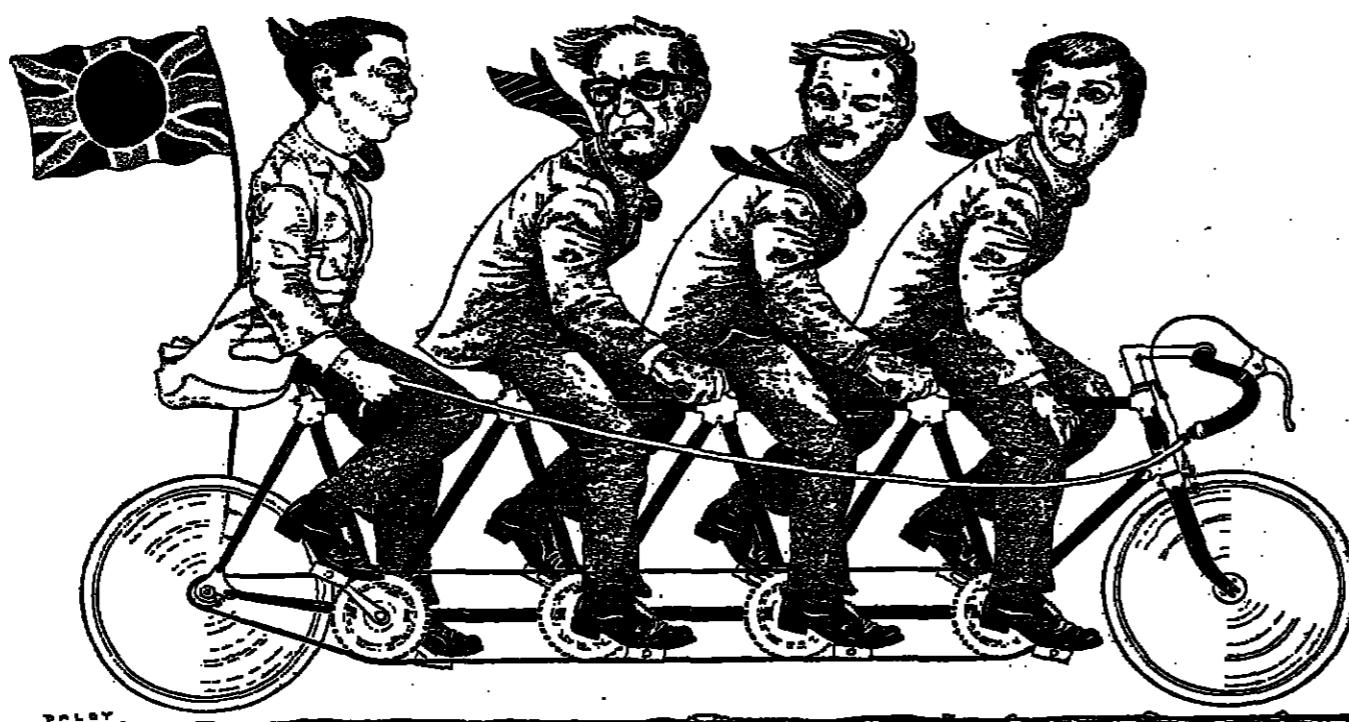
True, they will reluctantly continue to submit to economic and political pressures to leave the comfortable sanctuary of their home ground and set up shop and factory in more of their Western markets. But they will do everything they can to avoid decentralising a substantial degree of decision-making from Japan.

And most of them will continue to leave their key foreign posts in the hands of expatriate Japanese, insulating them from local managers through a "dual employment" system of pay, responsibility and promotion.

Such are just three of the controversial messages to emerge from two new books by a leading authority on Japanese subsidiaries in Europe, Dr Malcolm Trevor. Entitled "Japan's Reluctant Multinationals" and "Under Japanese Management" — the latter co-authored with Dr Michael White of Britain's Policy Studies Institute (PSI)—are the first substantial publications about Japanese companies in Europe.

They were written when Trevor was researching with a team at the International Centre for Economics and Related Disciplines, a Japanese-funded but European-staffed unit at the London School of Economics. He has subsequently transferred to PSI.

The books also ram home the message that much of Japan's management style, and many of the techniques which underpin



## Why Japan's corporate style can upset local managers overseas

BY CHRISTOPHER LORENZ

it, are transferable not only to Japanese subsidiaries in Europe, but also to fully European companies. "A lot of it is old-fashioned common sense," says Trevor.

Though he points out that management practices vary far more than is generally thought from one Japanese company to another, Trevor warns that many of them are mutually supportive. "Like the mesh of a net," take one or two on their own, and they probably won't work.

Not that you need to attempt the impossible, and try to install the whole gamut of lifetime employment, promotion by seniority, company trade unions, and all-embracing welfare benefits (such as company housing and holidays). Virtually none of these has been imported by the Japanese subsidiaries in Europe, which have even forgotten of introducing quality circles, in spite of their success in many European com-

panies.

On the other hand, says Trevor, you do need a combination of some of the less distinctively "Japanese" elements of Japanese management, including:

- more than adequate investment;
- enormous attention to detail in every aspect of management, especially the setting of clear quality and performance standards in engineering and production;

• a high degree of technical competence and involvement on the part of management, which itself helps "legitimise" managers with the shop floor;

- insistence on close and continual communication between supervisor and supervised;
- and to be fair to the preachers of "soft" human relations as opposed to these "hard" management practices — you need a fair degree of egalitarianism between management and the shopfloor, in the

form of shared eating and other facilities and the readiness of managers to roll up their universal wearing of company sleeves on the production line.

Even that old chestnut, the uniforms, can be helpful. But Trevor is insistent that in Japanese companies such egalitarianism reinforces, rather than undermines, the managerial authority that is derived from technical competence. "If you have an intelligent approach to production, you don't need the trapping of status to bolster yourself up," says his co-author, Dr White.

Readers hoping to learn the innermost secrets of how Sony, Matsushita or Mitsui operate in Europe may be disappointed by the books, since the authors had to guarantee confidentiality in order to gain such a deep insight into a host of sensitive issues, most notably the considerable tension that has developed in some companies

between local managers and expatriates.

So the books ring true with such unlikely pseudonyms as "Morita" (not Sony, but a trading company with a tractor subsidiary), "Tanaka," "Kansai Electronics" and "Kiku Bank".

But the very welter of such names (plus the rather less

stylish "Companies A, B and C") underlines the fact that Trevor and White, and their LSE/PSI colleagues, have had access to almost every Japanese company operating in Europe, Trevor's "Reluctant Multinationals" book is specifically based on the experience of the all the 40 Japanese firms in the UK with over 50 employees.

Both volumes focus especially on Britain, but Trevor is emphatic that its conclusions apply equally well to France, Germany, Belgium, Ireland and other European countries where Japanese investment is taking root. To illustrate that it is not

only in the UK that some Japanese companies are having difficulties with local managers, he cites the story of a German executive who shocked his Japanese bosses and colleagues by refusing to share the knowledge he had picked up on a company-sponsored visit to Japan.

This gets to the kernel of the problem. Whereas the traditional group-feeling of European factory workers lends itself to the collective involvement which lies at the heart of Japanese management, white collar workers and managers tend to be far more individualistic, say Trevor and White.

In contrast—and conflict—with Japanese managers, their values

and career patterns are

normally based on clear job

descriptions, individual responsibility and individual success; they have an added tendency to move from firm to

firm. Trevor goes so far as to suggest that there was growing Japanese enthusiasm for managerial localisation in the 1970s, but that this has now been replaced by a policy of tighter head office control. He says "this is in part because the recession necessitates it, and in part because Japan's continued economic success validates Japanese management methods" as opposed to European and especially British ones.

But, as Trevor points out, this begs the question of why more local managers are not being trained to manage in the Japanese way, and why few Japanese companies train their expatriates to understand local managerial attitudes. Neither side seems to know what to expect of the other, either in advance or once they start working together. This may be one of the reasons why, in the few cases where the Japanese

head office can place the greatest reliance.

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The trouble with this line of

argument, as Trevor himself

admits, is that the Japanese

reluctance to admit local man-

agers to senior positions in partly

bound up with anxiety that this

would have an indirect Western

izing impact on management

within Japan itself.

Given the lack of impact that

Europeans have had on the way

IBM, General Motors, or any

other U.S. multinational runs

its head office back home, this may be

an exaggerated worry. But in

a country which is now con-

vinced — with some cause —

that its management style is

superior to that of the West, it is nonetheless a powerful one.

• Francis Pinter (publishers),

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1983

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Monday August 22 1983

## Turkey: a lost opportunity

WHEN TURKEY'S generals seized power three years ago they promised to hand over the running of the country to a "liberal, democratic, secular administration based on the rule of law." They also said that the political parties whose activities they banned would be "reactivated." But, these promises of a "new Turkey" following Friday's moves to ensure that only a narrow range of the loyalist parties is able to contest the elections due in November.

Few people questioned the need for radical steps in 1980. The country's economy had just begun to turn for the good, but successive civilian governments had proved incapable of tackling the mounting political violence. Over 20 Turks a day were being killed by terrorist groups. Turkey's Nazis allies began to fear for the integrity of the south-east flank of the alliance.

**Tolerance**  
The restoration of social peace was so important to the Turks that few initially questioned the cost in terms of arbitrary government. But Turkey's allies abroad such as Britain, the U.S. and West Germany were more interested in the country's regained stability than in reports of abuses of human rights. The tolerance shown to the regime reflected faith in the generals' promised to return their country to democracy and a welcome for the IMF-backed economic management of Mr Turgut Ozal, then deputy prime minister.

In the past year serious doubts have begun to emerge on both these scores. The constitution drawn up by General Kenan Evren and his fellow commanders proved a potentially authoritarian document. It was introduced following a one-sided propaganda campaign by its authors. Far from reacting to the 91 per cent vote in its favour by putting out a hand of reconciliation to their opponents the Generals chose to crack down on the universities, the press and the old political world.

All this seemed to matter less when there was a chance that November's elections would provide the Turkish people with a genuine choice between a

newly elected government and

the military.

The hope had been that the Turkish military would move in, clean house and move out as they had in 1980 and 1981. Now it seems the generals are more interested in perpetuating their own rule than in handing over power to a government with broad popular support. Their determination to extinguish all traces of the old politics may be storing trouble for the future.

THE FIRST steps towards a ship on behalf of members whose commitment to the party may be non-existent.

The primary function of trade unions is an industrial one, to look after the interests of their members at the workplace. This is not just a matter of bargaining over wages and conditions. It extends to relevant legislation and to trade union practices which contribute to high unemployment and low productivity. Most of the productivity advances which have been made in the past two or three years have been negotiated at plant level, sometimes in the face of hostility from officials at the centre. Yet there are some topics for instance, reform of apprenticeships, where the co-operation of trade unions at national level is essential. This applies even more obviously to changes in the framework of collective bargaining designed to encourage adherence to procedural agreements.

In its first term the Thatcher Government took steps to bring certain trade union activities within the law. The next industrial relations Bill, to be introduced after the summer recess, will deal with the election of union officials, strikes, ballots and political funds—all matters where there is a wide consensus on the need for change. But there are practical limits on a government's ability to impose change. Dialogue and consultation are more likely to produce reforms which will stick.

**Sectional**  
Mrs Thatcher's Government, while preserving tripartite bodies such as the National Economic Council and the Manpower Services Commission, has paid scant regard to the TUC's views either on economic policy or on matters directly affecting trade union activities. The unions, for their part, have retreated into hostile non-cooperation. Whether the testing of the ice, as Mr Murray called it, will go any further depends on decisions at next month's TUC Congress. Mr Tebbit himself seems willing to consult the unions on cross-cutting employment issues, including industrial relations legislation.

Tripartism, fortunately, is unlikely to stage a revival. Its economic consequences were generally harmful. Successive governments paid too high a price for trade union support; the TUC's ability to deliver on its commitments was in any case questionable. Moreover, while trade union leaders enjoyed the status which governments gave them, the rank-and-file deserved little benefit and, indeed, showed little interest in these activities.

Preoccupation with national politics widened the gulf between leaders and members, who continued to pursue their sectional interests. As part of the reappraisal now going on within the trade union movement, this political role is being increasingly questioned. Quite apart from the uncertain electoral future of the Labour Party, there is an obvious absurdity in trade union leaders determining the party leader-

ship.

It is well known that Britain's engineering industry has been among the hardest hit by the recession of the past three years. Mechanical engineering output is down by nearly a quarter since 1979, and many companies have been burdened with huge closure and redundancy charges.

But contrary to some suggestions, this important industry is certainly not dead, dying or even decimated.

Many companies, some not frequently in the public eye, have come through the recession, if not unscathed, at least in fairly good shape and a sparkling few have actually managed to increase their earnings.

These hardy survivors are of all sizes, and active in a variety of businesses, but an FT analysis of 50 leading quoted engineering companies reveals some common characteristics—prudent financing, high quality production, clear product strategy based on specialisation, alert management. True, there are also some uninspiring companies that have managed to ride with good times in their sectors while other well-managed companies have been engulfed by overwhelming forces in theirs.

The 50 companies are taken

mainly from the list of those studied by London stockbrokers, Henderson Crosthwaite, who are respected for their coverage of the engineering industry.

The measurements of growth or decline in the companies' pre-tax profits, earnings and market capitalisations were made from data publicly available on March 10 1980—just as the recession in manufacturing industry set in—and July 27 1983.

One questionable exclusion from the list is the highly successful General Electric Company.

But GEC is mainly an electrical, electronics and consumer products business. Profits from the two segments of its business that fit most comfortably in this group—power engineering and industrial—have in fact declined by 13 per cent since 1979.

Of the 50 companies, over a third have improved their profits since 1979, but many, such as Northern Engineering Industries, have done so as a result of acquisition.

By the more critical measure of earnings per share, which adjusts for profits acquired through issuing new shares, only 15 have improved their performance. NEI's earnings per share, for example, are down 24 per cent.

The shares of the 50 companies, about a quarter of which are in loss, would have made a very bad portfolio in the past three years. Together, they have underperformed the London market by about 50 per cent.

However, investors appear to be taking a more positive view

about the next few years. Over half the companies are now more highly valued in real terms than they were in 1980. In addition, the combined market capitalisation of the 50 is up 40 per cent, well ahead of the 30 per cent rise in the GDP deflator over this period.

Among the companies whose earnings have risen during the recession, plant contractors are strongly represented by Whessoe, Haden, Matthew Hall and Simon Engineering.

Part of the explanation is that contractors usually have strong balance sheets because of progress payments received from customers. Indeed, all four of these groups have net cash balances, no small boon in a period of very high interest rates.

Plant builders also tend to be specialised in particular types of plant, and so their fortunes vary with those of the industries they serve rather than the general trend of the economy.

Whessoe, which specialises in big chemical plant, has been thriving on British nuclear power plant contracts in the past three years, while Davy has suffered with the collapse of demand for metallurgical plant.

APV, which makes food and drink processing machinery, has had a much better time than the troubled Capper Neill, specialising in oil and petrochemical plant.

Aside from these general points, many other factors are at work, making APV outperform Baker Perkins, and Simon Engineering outperform Capper Neill.

## BRITAIN'S ENGINEERING INDUSTRY

# Survival kit: niches and luck

By Ian Rodger

**NEI DOWTY D Davy APV RENOLD BICC**

### HOW 50 LEADING COMPANIES HAVE FADED

(July, 1983, compared to March, 1980)

Company	Market capitalisation at 27.7.83			Pretax profits			Company	Market capitalisation at 27.7.83			Pretax profits		
	£m	%	change Rank	£m	%	change Rank		£m	%	change Rank	£m	%	change Rank
NEI	217	+262	1	39.5	+29.5	13	Delta	76	-1.3	29	14.5	-49	29
Anderson Strathclyde*	85	+234	2	15.5	+27.5	2	GKN	364	-16	30	40.5	-63	31
Whessoe	21	+200	3	6.5	+364	1	AEI	49	-22	31	0.2	+1	49
Matthew Hall	24	+182	4	11.8	+62	4	H. P. Fenton	21	-1	1	1.1	+1	48
BICC	488	+134	5	93.5	+14	20	Johnson Park	51	-28	23	9.1	-3.6	34
Hoden	56	+128	6	9.25	+20	11	TL	47	-32	34	6.3	-2.5	34
APV	40	+127	7	5.5	+127	3	Davies	139	-24	35	20.2	-71	33
Haden	102	+117	8	17.6	+30	12	RHP	16	-39	27	3.9	-26	22
Pegler-Hattersley	33	+107	9	1.5	+52	15	John Brown	30	-42	38	3.6	-49	40
Hopkinsons	12	+107	10	2.5	+52	9	Mining Supplies	11	-45	39	0.7	-	49
Westland Aircraft	84	+89	11	21.9	+57	8	TI	87	-49	40	4.7	-24	41
Powell Duffryn	94	+88	12	12.9	+6	17	Dupert	11.7	-51	41	1.1	-	41
Laird	104	+86	13	19.8	+67	6	Armstrong Equipment	11	-56	42	3.2	-	46
Hawker Siddeley	77	+83	14	19.1	+72	19	Acrow	8	-64	43	3.9	-	46
Spirax Sarco	99	+77	15	11.62	-	18	Redman Bevan	4	-66	44	2.17	-	45
Smiths Industries	192	+76	17	26.5	+5.6	18	Capper Neill	4	-71	45	2.6	-33	36
Simon Engineering	100	+69	18	20.7	+25	14	Camford Engineering	3	-73	46	0.7	-	47
McKechnie	75	+63	19	10.2	-	24	Renold	3	-73	47	3.9	-	47
Steelyet	133	+58	20	6.25	-	23	Jonas Woodhead	3	-79	48	3.2	-	48
Babcock	178	+57	21	2.5	-	22	John & Firth B.W.	3	-80	49	2.6	-	48
Clubb	101	+44	22	14.1	+13	21	Aerojet	3	-50	50	2.8	-	48
Glynwood	87	+42	23	13.7	+18	15							
Adwest	46	+31	24	5.2	-	30							
IMI	102	+26	25	21.9	-	27							
Baker Perkins	35	+25	26	1.6	-	84							
Birfield Qualcast	23	+3	27	1.4	-	42							
Dowty	224	-3.5	28	36.4	+17	18							

\* Anderson Strathclyde was acquired by Charter Consolidated in April 1983. + Spirax Sarco's market capitalisation was 5 per cent below the 1980 level until Hesweld made its unsuccessful bid in March 1983.

# BICC's market capitalisation was 45 per cent below the 1980 level until March 1983.

\*\* Aurora is under financial reconstruction.

Managers would be the first to admit that, regardless of the brilliance of most of their decisions, luck is often important.

Take the case of Pegler-Hattersley, a leading manufacturer of plumbing fittings and valves until pushed in 1980 into selling its majority stake in a U.S. oilfield valve business. Net borrowings of \$42m at the end of 1979 were wiped out and a year later the group had net cash balances of over \$25m. Since then profits have been bolstered by significant interest income.

Just as good luck can help some companies, so others can be overwhelmed by unfavourable forces. The two companies at the bottom of the list, Aurora and Johnson & Firth B.W., made what appeared to be the right moves to consolidate Britain's special steel industry into larger, more efficient units. They still found it difficult to compete with other European suppliers and it is subsequently becoming apparent that some competitors were being heavily subsidised by their governments.

Similarly, even if they could have foreseen the depth of the recession in their markets, it is unlikely that the automotive components manufacturers could have done much about it.

From GKN, the biggest and most diversified supplier of auto parts, through highly specialised groups, such as Birfield Qualcast in iron castings, RHP in bearings, Adwest in fasteners, AEI in plastics, H. Fenton in transmissions, Jonas Woodhead and Armstrong Equipment in suspension equipment and Camford Engineering in sheet metal parts, the performance of the management is terrible.

Spirax Sarco's growth is more impressive than the table suggests, but the group has just completed its second rights issue in three years. With turnover of about £50m Spirax has a higher market capitalisation than TI, which has turnover of nearly £900m.

Spirax is highly specialised in the manufacture of valves, gauges and other control devices for steam and other fluid transmission systems. It has benefited from rising investment by industry in energy conservation and from a wide spread of customers.

Profits have risen steadily since 1975 and last year reached £19.1m, more than double the previous year of £9.3m in 1

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## FOREIGN AFFAIRS

## The power of two men

By Ian Davidson

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## Dealing with the Communist menace in mini-memos

quite different but the results are similar.

No one accuses Mr Clark of having a passionate interest in foreign affairs, no one accuses him of being an intellectual on Kissinger or Brzezinski lines and no one, so far as I am aware, accuses him of burning personal ambition. His increasing influence in foreign policy is put down to his longstanding and close personal friendship with Ronald Reagan and the ease with which they can exchange views on how best to deal with the Communist menace in one-page mini-memos.

One might go on to argue a common thread between the Reagan and Nixon presidencies, in the sense that both men

ONCE upon a time, the American Secretariat of State was a very formidable position, in some ways second only to public pre-eminence to the Presidency itself, and unquestionably the primary channel of influence on American foreign policy. It is beginning to look as though this model no longer holds good. The Secretary of State has been displaced by the National Security Adviser in the White House.

When Dr Henry Kissinger was National Security Adviser under President Nixon, his success in wresting control over most foreign policy planning from William Rogers at the State Department could be put down to his remarkable mixture of talents, his burning ambition and his success in manipulating the President, the rest of the bureaucracy and, above all, the media.

When Zbigniew Brzezinski followed him under President Carter he deployed many of the same skills, if on a less flamboyant scale, in undermining the position of Cyrus Vance down at Foggy Bottom. Now that Judge William Clark seems to be having the beginnings of a similar victory over Mr George Shultz, the explanations conventionally handed out are

concerns through a wide variety of agencies — Treasury, Commerce, Agriculture, Defence, Justice — in addition to the State Department. At the end of the day, this major foreign policy decision may well be the President's, because they are so important to America's interests, and it is unavoidable that his White House staff will be required to sift and mediate the conflicting pressures from different parts of the Washington bureaucracy.

The need for central mediation is almost certainly aggravated by the politicisation of this bureaucracy. The election of a new President is followed by a wholesale clear-out of a vast swathe of what in Britain would be regarded as the top civil servants, and their replacement by party loyalists.

Yet even if the rise of the National Security Adviser is to some extent the unavoidable response to unsought commitments and responsibilities to the autonomous growth of U.S. economic interests abroad, it is also arguable that there has been a growing tendency in the past 15 years for American Presidents to go out of

distrust the pinky liberal intellectuals whom they perceive to inhabit the State Department, and both share a California alienation from the East Coast establishment.

But it cannot simply be a coincidence that American presidents seem to find it so difficult to hang on to their Secretaries of State. Despite all his humiliations at the hands of Henry Kissinger, Rogers stuck merrily and loyally at his post for Nixon's first term, but resigned after Nixon's re-election because Kissinger wanted his job.

Cyrus Vance, equally loyal and gentlytempered, resigned after the fiasco of the helicopter rescue attempt in the Iranian desert which he had opposed. Alexander Haig, much less gentlytempered, did his damnedest to stay on top of the foreign policy process, but he was forced out after not much more than a year in office.

George Shultz, another loyal and discreet team-player, is still at the State Department after a bit more than a year, and he says he has not threatened to resign; but the fact that he has been reported to have instigated such a threat is symptomatic of the rage and frustration being experienced in the State Department at the way primacy in the foreign policy process seems to have been slipping out of his grasp and into the hands of William Clark at the White House.

Some would argue, with Zbigniew Brzezinski, that the pre-eminence of the National Security Adviser has become all but inevitable. Long gone are the days of America's quasi-isolationism, when one of the primary tasks of U.S. foreign policy was not getting entangled in other people's quarrels. American leadership of the Atlantic Alliance and its position as a nuclear super-power have, since World War II, given it unavoidable responsibilities in managing East-West relations; and the enormous growth of U.S. worldwide trade finance and investment activities have made it more important to the up and down of the international economic scene.

One of the consequences of this internationalisation of America's interests is that many more groups are affected by the foreign policy process, and these lobbies channel their

way in search of an activist foreign policy. Richard Nixon was passionately interested in grand international designs; Jimmy Carter, for the best of motives, was constantly getting into tangles for trying to use American leverage on questions of human rights and nuclear proliferation in far-flung parts of the world; Ronald Reagan appears to believe he has a mission to fight Communist subversion wherever it may occur.

The need for central mediation is almost certainly aggravated by the politicisation of this bureaucracy. The election of a new President is followed by a wholesale clear-out of a vast swathe of what in Britain would be regarded as the top civil servants, and their replacement by party loyalists.

Yet even if the rise of the National Security Adviser is to some extent the unavoidable response to unsought commitments and responsibilities to the autonomous growth of U.S. economic interests abroad, it is also arguable that there has been a growing tendency in the past 15 years for American Presidents to go out of

concerns through a wide variety of agencies — Treasury, Commerce, Agriculture, Defence, Justice — in addition to the State Department. At the end of the day, this major foreign policy decision may well be the President's, because they are so important to America's interests, and it is unavoidable that his White House staff will be required to sift and mediate the conflicting pressures from different parts of the Washington bureaucracy.

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## Letters to the Editor

## Casuistry common in modern moral philosophy

From Professor M. Jones-Lee

Sir—I read with great interest and amusement John Broome's article on "the price of life" (August 17). The piece has many of the hallmarks of Dr Broome's various provocative contributions to this important but contentious debate. He is critical of conventional wisdom without offering even a hint of how things could be done better. He hauls some rather ripe red herrings across the stage. In line with much of the currently fashionable criticism of the utilitarian tradition in moral philosophy, he adduces extreme and dim-witted cases as examples of the limitations of utilitarian theory, intended primarily as a device for handling more routine, everyday problems. Finally, the article is, in places, mischievously misleading. Let me be more specific.

Dr Broome is worried that valuing safety in terms of individual willingness to pay for it will lead to higher values for the rich (who can afford to pay more) than for the poor (who cannot) with consequently embarrassing implications for equity and fairness. But the values that I and my colleagues derive are not "person specific" and apply only to large groups of people. Furthermore, as it turns out, these money values are virtually inde-

pendent of the way in which their lives. We are doing nothing of the sort. What we are trying to discover is the money value people place on their own and others' safety and that is a very different question. Like Dr Broome, I couldn't begin to try to set a money value of my own life, but I most certainly could specify, at least within a range, what the risk of a fatal car accident next year would be worth to me.

So, until John Broome can tell me how to do better, I shall continue to advocate the view that public sector safety decisions in a democracy should take account of information concerning the amount that safety is worth to individuals. What I find rather odd about Dr Broome's criticism is that although he claims that we cannot accept an economist's valuation of life he nonetheless expects us to accept an economist's assertion (namely his own) that the high valuation implied by my research represents "a step in the right direction." I am gratified that one expects to find in the FT and shows a "complete lack of understanding of the Japanese.

Having lived in Japan for a number of years and having recently visited the country as a guest, I would like to comment in particular on the second paragraph "... with occasional unwanted assistance from ... B-29 bombers ...".

Surely such a remark is unnecessary in 1983?

To state that the Japanese are unimaginative, misinformed and lacking the discipline and patience they display and which are necessary to achieve the social balance and development for which they are continually striving.

To state the Japanese are "content with being stuck as a group ..." (i.e. stuck in a traffic jam) ignores the social courtesy of the Japanese towards each other.

M. J. Harris,  
22 Arundel Gardens, W1.

Strange, if not ridiculous

From Mr S. Penwill

Sir—Is it not strange, if not ridiculous, that Section 79 of the Companies Act 1980 provides that the secretary of a listed company should be qualified to hold such office, but there is no requirement for a director to have any qualification, despite the greater power and responsibility involved?

S. W. Penwill,  
Room 523,  
26 Shoe Lane, E.C.4.

## Changing work patterns and rising output

From the Treasurer, Labour Economic Policy Group.

Sir—Readers may wrongly conclude from the article (August 17) by Messrs Groom and Goodhart on changing work patterns that the increase of 13 per cent in output per person hour (OPPH) since early 1980 is exceptional; that the figure means what it says; and that the increase confirms the success of the Government's economic policies.

The increase of 12.8 per cent in OPPH in the past three years compares with 13.0, 12.2 and 15.3 per cent in the two years ending in, respectively, the fourth quarters of 1964 and 1968 and the second quarter of 1974. The changes are all from the bottom of the cycle. The annual rate of increase since May 1979 is only half that in the decade to end 1973. The previous Government did no better. Monetarism has been with us since 1974.

The figure of 12.8 per cent is in any case a statistical illusion. It is more than accounted for by the contraction of one

firm in our manufacturing base.

The policy of exchange appreciation—and it is a policy which can be reversed at any time by letting interest rates fall—forced the closure of thousands of plants making standardised products by mass-production methods at relatively low unit margins of profit. Such plants were typically labour-intensive. This was not due to overmanning. Government has raised their labour costs by 30 per cent or more in terms of foreign currencies.

The average of any set of numbers is increased if the lowest is omitted, though what has been omitted may not change.

The concentration of the reduced output in a small number of modern plants does not explain the whole of the increase in productivity since May 1979. The 1976 Census shows that output per head in labour intensive industries is between one-third and one-half of the figure in those which are capital intensive and that within every industry the "productivity" of the lower quartile plan is very much lower than the average. The output figures confirm that

the labour-intensive industries have since contracted much more rapidly than the rest and the presumption must be that the same process operated within each industry.

This does not mean that increases in productivity have not been achieved in many cases as a result of increased work loads and improved working practices, but these are not without cost to those concerned and even in the case of BL and British Steel Corporation may well have been considerably less important than new investment (in the case of BL) and the concentration of the reduced output in a small number of modern plants. What has been gained on the factory floor has in many, if not most, cases been lost as a result of the increase in overhead costs per unit of output. Economic efficiency in the remaining firms may not have increased at all since 1979.

Shaun Stewart,  
The Old House, Willards Hill,  
Eitchingham, E. Sussex.

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GEORGE SHULTZ:  
discreet team playerWILLIAM CLARK:  
increasing influence

very misguided in doing so. People who have reason to know, like the Mexicans, think the Reagan administration is being equally misguided in its activist commitments in Central America.

If there is a tendency, given a choice between quietism and interventionism, this is bound to strengthen the position of the National Security Adviser; for interventionism, almost by definition, involves risk which on a President can incur.

Some future Presidents may prefer to resist the temptation to look for foreign adventures. But supposing the rise in the power of the National Security Adviser has become an irreversible phenomenon: does it matter very much to the outside world?

In the context of routine diplomacy, it is almost bound to be confusing and disconcerting to friends and enemies alike. So long as the State Department is headed by a Secretary of State who is not the National Security Adviser, some element of conflict may be unavoidable, and foreign governments will find it more difficult to figure out what American policy is, or to discover who they should be trying to negotiate with.

But perhaps this has to be shrugged off, in general, as just one of the bureaucratic problems involved in dealing with the government of a very large and idiosyncratic country.

The real disadvantage of a power shift from the State Department to the National Security Council, is that so much comes to depend on the calibre of just two men: the President and the National Security Adviser. If they have the right qualities, the results may be quite impressive; if not, the results may be alarmingly bad.

At one extreme there is the traditional "cost plus" view, which states that import costs are part of total costs whether we like it or not; and as there is a limit to how far it is desirable or possible to squeeze profit margins, import price increases will affect inflation in proportion to their weight in domestic expenditure. At the other extreme, monetary oriented economists will say that this view is an example of the "adding-up fallacy". That is the fallacy of regarding inflation as due to a lot of separate price increases and ignoring the overall picture. The view is that if monetary conditions are under control, the price level as a whole will not rise more than momentarily, whatever individual cost and price components may happen to do.

The combination of Richard Nixon and Henry Kissinger was fairly remarkable: both were interested in, and knowledgeable about, foreign affairs, and Richard Nixon had long personal experience of national and international politics. Brzezinski had rather good qualifications for dealing with foreign affairs, but Jimmy Carter had no experience of international or even national politics.

they might still be talking today, that the fact of an arms control agreement represented an important breakthrough, and that the same principles in the nuclear numbers were irrelevant in the overall context of strategic balance.

No doubt defence was over-sold; no doubt Kissinger was foolish to subscribe to the notion of negotiated linkage, by which the Russians would promise good behaviour in return for an arms deal; no doubt the opening to China could have been achieved without all that cheap suspense; no doubt the handling of the Vietnam negotiations was tacky in the extreme. But can we honestly expect Judge Clark to do better?

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The virtues of the GDP deflator constitutes an additional argument for following policy on nominal GDP, of which it is, of course, the price component. It is sensible to allow policy to tighten automatically when domestic-generated prices accelerate and to lessen it when domestic inflation subsides. The signals given by the consumer price index are on the other hand, far too erratic to use in this way as a guide to policy.

The GDP deflator is in any case a more stable and reliable inflation indicator than consumer price indices. The latter

vastly exaggerated the rise in U.S. inflation under President Carter and the fall under President Reagan.

In the UK it has suggested an altogether deceptive drop in inflation from 12 per cent, a year and a half ago, to 3.7 per cent in June, and an acceleration to 5 or 6 per cent by the winter. The GDP deflator has shown a more gradual but persistent downward trend from 10 per cent in 1982 to 7.5 per cent at the beginning of 1983, and it is expected to fall gradually further.

The virtues of the GDP

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Terry Byland on  
Wall Street

## Sorting out the high-fliers

LAST WEEK brought a bout of selling of Wall Street's airline stocks which appeared to reflect some realignment of portfolio holdings by major investors.

The immediate cause for the selling was disappointment among the industry watchers with the latest indications of passenger traffic trends. The mood was not brightened by Eastern Air Line's disclosure at midweek that its losses had increased by 71 per cent in July, compared with the same month last year.

The Dow Jones transportation average slipped by just under 1 per cent over the week. As the transportation average includes the major rail stocks which were firm last week, it understates the fall in airline issues.

The latest bout of selling also reflects wider investment consideration of the outlook for the industry. Airline stocks at first performed well in the bull market.

They benefited from the sharp drop in the price of oil, a major cost factor, and have been seeing increasing business and tourist passenger traffic.

However, the stocks have proved vulnerable as the equity market has run out of steam and doubts have grown around the industry's pricing policies. Shares in the airlines now stand between 11 per cent and 40 per cent below their 12-month highs - the Dow Jones industrial average is just over 3 per cent off its peak. Many airline stocks are lowly priced and percentage changes can look overly dramatic.

One brokerage house, Oppenheimer, has downgraded its estimates for the industry's revenues and earnings for this year and next. It remains optimistic for a substantial growth in profits for both years but is not as optimistic as in June because passenger traffic rose by only 7.5 per cent in July.

This was not only a substantial reduction from June's increase of 10.3 per cent but was below Oppenheimer's own forecasts for July.

The slowdown in passenger growth last month admits of no easy explanation. On the internal routes, there is no doubt that traffic held up well as U.S. tourists flew abroad to spend their dollars at favourable rates of foreign exchange.

At home, however, the outlook is not quite so clear. Disposable incomes, consumer confidence and business travel, all significant factors in the airline business, all continue to improve strongly. But U.S. consumers' fate choices this year between buying new cars, or new houses or flying away for a summer vacation and it is not yet clear which they prefer.

More significantly from their earnings viewpoint, the U.S. domestic airlines have not always been able to reap the benefit of a generally higher price structure which, if it was believed, would put an end to the suicidal price cutting wars of previous years.

The latest indications are that fare discounting is still widespread on the domestic routes and has saged the profitability of some of the smaller airlines.

Because of fare discounting, the industry's yield per passenger mile has been tumbling this year.

The recent round of quarterly results showed only too clearly the split between the domestic discounters and the international passenger carriers.

Pan American World Airways, a major beneficiary from the tourist rush, turned an operating loss of \$44m into a profit of \$46.5m in the second quarter. But at the other end of the scale, Delta Airlines which flies into 82 U.S. cities and only six foreign ones, paid the penalty for its doubtful role as king of the discounters.

Competition on the domestic routes has been difficult this year. Ever since American Airlines, number two in the home list, obliged the others to follow its new rate structure, introduced in April, American has been able to improve its yield per mile and turned in a healthy \$57.1m operating profit for the second quarter, a more than threefold increase.

Discounting is not the only problem for the airlines. In an industry with a past reputation for glamorous wage levels, American and Pan American have earned extra investment kudos from their early moves to negotiate new employee agreements. Eastern, on the other hand, paid heavily to end its machinists' strike in April while both Delta and Republic Airlines are seeking now to cut labour costs.

Against this background, it is not surprising that selling of airline stocks has been selective. Pan American remains only 11 per cent off its peak, whereas Eastern fell sharply last week and is now 42 per cent below its twelve month high. Delta Airlines 41 per cent off its peak, has been removed from Oppenheimer's list of recommended stocks.

## Oil companies satisfied with reduced stocks

BY RICHARD JOHNS IN LONDON

Oil

companies show no signs of rebuilding inventories on a substantial scale after a two-and-a-half-year period during which they have progressively run them down.

The industry's apparent satisfaction with the reduced level, despite the approach of winter, can only

partly be attributed to the Organisation of Petroleum Exporting Countries' hope that market conditions might

justify its raising the present ceiling on production of 17.5m barrels a day which was breached in July, up to 18 m b/d.

Last week Dr Mana Said al Otaiba, United Arab Emirates' Minister of Oil and chairman of Opec's market monitoring committee, struck a sober note on the crucial issue. He said Opec would maintain the present limit "unless market prices go up and necessitate an increase".

Royal Dutch Shell has said that inventories are probably down to the "prudent minimum" and the process of restocking, seasonal ad-

justments apart, is clearly at an end.

Oil companies generally feel comfortable with the lower level reached after a reduction in commercial stocks averaging - according to the International Energy Agency's calculations - nearly 650,000 b/d in the 30 months to mid-1983.

The foremost reason for minimising the level of the dollar, the currency in which oil prices are denominated. The industry also appears to require less stock, after taking into account the dangers of supply disruptions, than it did a few years ago because of storage and transportation improvements.

At the beginning of July, commercial stocks amounted to 85 days forward consumption compared with 70 days in the spring of 1982 when panic buying and the second price explosion started.

The IEA considers the situation a satisfactory one which does not require a rebuilding of inventories.

## France continues Chad build-up with dispatch of aircraft

BY DAVID MARSH IN PARIS

FRANCE, in a fresh move to dis-  
sade further advanced by Libyan-backed rebels in Chad, has sent fighter aircraft into the embattled central African country for the first time since fighting broke out at the end of June.

Eleven planes from the French air force - six Jaguar fighter-bombers, four Mirages and one refuelling aircraft - yesterday flew to the airport of the Chad capital N'Djamena to assure air cover for about 1,000 French troops now dug into strategic positions in the south of the country.

No fighting has been reported during the last week, which has seen almost continuous French reinforcements of men and war material for the Government of President Hissene Habré. But Mr Habré said at the weekend, in a joint press conference with President Mobutu of Zaïre, that clashes could be imminent. Rebel forces now holding the north of the country were preparing to move south, he said.

French aircraft have been sent in to a "dissuasive" capacity, according to the Paris Government. They amount, however, to a further escalation of France's military role in the conflict.

Partly because of embarrassment

over an apparent revival of France's gendarmerie role in Africa, and partly for reasons of military security, the French Government has been trying to keep a low profile over its growing involvement in the Chad war. But President François Mitterrand, probably this week, is due to give a newspaper interview explaining the reasons for the military build-up.

France maintains that its military response in Chad is designed to keep the door open for peace talks involving all the rival factions in the country and its neighbours, including Libya. In a French magazine interview published at the weekend, Sudanese President Nimeiry called for armed intervention by both the U.S. and French Governments to help to counter Libya's drive into Chad.

Only two weeks ago, M Charles Hernu, the Defence Minister, ruled out any immediate direct intervention in the war. Now, with the air force as well as at least 2,300 men (both in Chad and in the neighbouring Central African Republic) involved, the show of strength has become equal to or greater than any French military operation outside Europe since the Algerian war ended more than 20 years ago.

With France still deep in the holiday season, and the National Assembly in recess, domestic reaction to the French build-up remains fairly low-key.

## Latin America faces further 1983 decline

Continued from Page 1

either out of work or underemployed.

Since the start of the year - unemployment has risen significantly and countries such as Costa Rica, Uruguay and Peru have double digit open unemployment rates - which does not include disguised unemployment - while the IADS says that Chile is "facing a critical situation with unemployment more than doubling to over 20 per cent" since 1981.

Although the region showed a trade surplus of \$1.7bn in 1982, its

first sizeable surplus for many years, its balance of payments situation worsened considerably and foreign exchange reserves fell \$12.5bn or close to a third. The loss of reserves is described as "unprecedented in the last four decades".

The trade surplus was overshadowed by a \$41.5bn deficit on the region's services account reflecting higher debt servicing costs. In addition, net capital inflows dropped by around a third to \$29.3bn.

The region's exports fell 9.8 per cent to \$88.7bn in 1982 - and imports slumped by about a fifth to \$81.1bn as the various countries undertook their economic adjustment programmes.

Discounting is not the only prob-

lem for the airlines. In an industry with a past reputation for glamorous wage levels, American and Pan American have earned extra investment kudos from their early moves to negotiate new employee agreements. Eastern, on the other hand, paid heavily to end its machinists' strike in April while both Delta and Republic Airlines are seeking now to cut labour costs.

Against this background, it is not surprising that selling of airline stocks has been selective. Pan American remains only 11 per cent off its peak, whereas Eastern fell sharply last week and is now 42 per cent below its twelve month high. Delta Airlines 41 per cent off its peak, has been removed from Oppenheimer's list of recommended stocks.

## World Weather

Continued from Page 1

Readings at midday yesterday.

C-Dusty D-Dry E-Fog F-Fog H-Haze R-Rain

S-Sun S-Sleet S-Snow T-Thunder

## Aquino assassinated

Continued from Page 1

Taiwanese airline which brought Mr Aquino from Taipei, was told it could no longer land in Manila.

In an interview before he left the U.S. Mr Aquino spoke of the charges against him and of his proposed return. He said: "I am ready to be shot. I am ready to go to jail, or be shot. Only death can stop me now."

For President Marcos, who remains dominant despite his lifting of martial law in 1981, it is the ailing economy and his own reported ill-health which could be the real threat to his continuation in office.

He also warned "opportunistic elements" against trying to take advantage of the situation.

## \$200m loan deal debut for Hungary

By Margaret Hughes in London

THE PROPOSED \$200m commercial bank loan for Hungary has been fully underwritten and goes out to general syndication today.

The loan is the first example of the new formula for World Bank co-financing in which the bank participates in a syndicated loan. Previously World Bank and commercial banks' loans for the same project were undertaken in parallel.

In the event, the increase for the second quarter might amount to \$50,000 b/d or even as much as 1m b/d, according to industry estimates.

For the third quarter a rate of 1m b/d, when adjusted on a seasonal basis would technically

constitute a drawdown. Commercial stocks on land were reckoned to

have risen at the rate of 500,000 b/d in the July-September period of 1982.

The comparison of company ratings in the UK has been a hit and miss task for investors in recent years.

The standard measure emerged in the mid-1970s as the fully-taxed price/earnings ratio, in which the pre-tax figure is subjected to a notional 32 per cent charge.

This measure has been pre-

ferred to the net profit announced by companies after a tax charge which they themselves have as-

signed.

In a high inflation regime, which

forced governments into a series of ad hoc adjustments to the corporate tax system the actual tax rates have often been arbitrary both between different companies and within the same company over different years.

At least the standard 32 per cent rate introduced a degree of conformity, even though the rate was usually much higher than that paid by the typical company.

Indeed, since a good proportion of companies' profits were exaggerated by inflation, a measure that reduced the earnings figure was if anything, a valuable pointer for investors.

However, the correct application

of the full tax charge is, in practice

an extremely complicated process

for a wide range of companies.

To arrive at the "fully taxed" figure, minority interests must be subtracted as well as the 32 per cent charge

from the pre-tax figure. Yet the figure for minorities is presented in company accounts on an actual tax yield - a trend followed by this column.

The commercial banks' part of

the loan will be repaid over six

years and the World Bank portion

over eight years. There is a grace period of three years.

The loan will be split between two projects, \$313m grain storage

and agricultural mechanisation

and a \$309m energy diversification

and conservation project.

The overall financial package in-

cludes a \$238m direct World Bank

loan as well as World Bank co-

financing in yen, again on the new

formula being arranged by Long-

term Credit Bank of Japan and Fuji

Bank. This will be for Y11.5bn (\$47m) to which the World Bank will,

as in the Arab Banking Corpora-

tion, contribute 15 per cent tax charge.

Fuji Bank will be co-ordinator for

a floating rate tranche of Y5bn and

Long-term Credit for a fixed rate

portion of the same amount for this

seven-year loan.

The scheme is seeing a typical daily trading volume of 40 to 200 kgs of gold.

Mr Peter Johns, a director of

Rothschild's Hong Kong office,

believes a Japan-based gold

market would attract both specu-

lative and end-user interest, and

would prove a mutually-benefi-

cial counterpart to the gold fu-

tures market already operating in

Tokyo.

A Tokyo spot market could also

provide international gold

traders with arbitrage opportuni-

ties taking into account local price fluctuations and differing

contract specifications.

The London market trades

gold of 99.5 per cent purity in

U.S. dollar-denominated troy



## INTERNATIONAL CAPITAL MARKETS AND COMPANIES

## U.S. BONDS

## Confidence returns on signs that rates have peaked

THE U.S. credit markets are in a more confident mood ahead of this week's meeting of the U.S. Federal Open Market Committee (FOMC) than many thought possible a couple of weeks ago.

The signals coming out of the U.S. economy are still confused but there are clear signs that U.S. monetary growth is slowing, encouraging a belief that U.S. interest rates, in the short-term at least, may have peaked.

Given the sharp rise in the Fed funds rate since May and the near two percentage point rise in long bond yields, the bond markets are hoping that

U.S. INTEREST RATES (%)  
Week in Week to  
Aug 19 Aug 12  
Fed funds rate... 9.67 9.65  
Three-month CD... 9.30 9.41  
30-year Treasury bond... 11.68 11.97  
AAA Utility ..... 12.63 12.88  
AAA Corporate ..... 12.63 12.88  
Sources: Salomon Bros (estimates).  
In the week ended August 10 M1 fell by \$500m to \$515.5bn.

the U.S. monetary authorities will accept that interest rates are high enough for the time being to cool off the economy without the need for further tightening of the monetary screws.

Nevertheless the credit markets' new found confidence can easily evaporate as the events of the last couple of weeks have shown. The recent sharp rally in U.S. bond prices was fuelled by the release of the July retail sales figures (which showed a modest fall) and surprisingly good money supply figures for the first week of August. Prior to these announcements the Fed funds had been trading around 9.1 per cent and the recently issued long bond Treasury 2013 carrying a 12 per cent coupon, had been standing at 9.43 per cent.

William Hall

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William Hall

## Dome Petroleum interim shows further recovery

BY NICHOLAS HIRST IN TORONTO

DOME PETROLEUM, the financially troubled Canadian resources group currently negotiating a major rescue package, reports a loss of C\$78.8m (US\$44m) for the first half of 1982.

But the loss was struck after a write-down of C\$97.9m in the value of its oil and gas properties. Moreover the company says the results continue to reflect the "encouraging improvement" in performance achieved to date.

For the first half of 1982, Dome lost C\$103.2m. For 1982 as a whole, the company ran up a net loss of C\$63.3m before disposal and asset write-down.

A final package is expected to be put in place after the

losses of C\$314m.

Excluding the

write-down

and an unrealised exchange gain in the second quarter of the year, Dome made a profit of C\$5.4m compared with a loss of C\$33.4m in the corresponding period.

Thus Dome's financial position continues slowly to improve. Against this background it has been searching for alternatives to the C\$1bn rescue package it agreed in principle with its four main Canadian lenders and the Canadian Federal Government 11 months ago.

Dome's long term debt at June 30 was C\$6.5bn down from C\$6.5bn in the end of April 1982.

A final package is expected to be put in place after the

company's new chairman and chief executive, Mr J. Howard Macdonald, presently group treasurer of Royal Dutch Shell, joins the group at the start of October.

The company is concerned to achieve a deal that will avoid the massive dilution of the shareholders' equity involved in the original package. That package leaves the Canadian banks and the Federal Government in effective control of the company.

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A final package is expected to be put in place after the

## Wider debt role seen for banks

BY PAUL CHEESERIGHT IN BRUSSELS

INTERNATIONAL financial institutions will have to shoulder a greater part of the burden in financing developing countries, providing long-term funds through direct investment and bond issues.

Banque Bruxelles Lambert has drawn this conclusion after an examination, just published in its financial bulletin, of the debt problems of developing countries and the international banking system.

Over the longer term the financing of debtor countries will have to be undertaken in a form other than bank credits. With greater involvement from the international institutions, the role of bank credits will diminish, the bank suggests.

At the end of last year, according to the International Monetary Fund, developing countries' medium and long-term debt totalled \$529bn.

Charges in 1982 were \$95bn.

Heavy demands for restructuring national debt, notably from Latin American and East European countries, caused grave worries in the international banking system last year.

Although the atmosphere of crisis has gone, BBL notes that the measures taken to avoid a crisis are provisional. It is now necessary to seek a longer term solution to the problems of solvency, it says.

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***Closing prices August 19***

## **NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES**

A FINANCIAL TIMES SURVEY

# METALS

October 11

The Financial Times is proposing to publish a Survey on Metals in its issue of October 11 to coincide with the London Metal Exchange Dinner. The provisional editorial synopsis is set out below:-

set out below:—

1. INTRODUCTION The metals market prospects.
2. OUTLOOK FOR INDIVIDUAL METALS
3. CONSUMPTION
4. PRODUCTION
5. INVESTMENT
6. FUTURES
7. PRICING
8. EAST-WEST TRADE

Copy date September 27

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Continued on Page 11

**Continued on Page 16**

## NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

**Continued on Page 16**

Sales figures are unofficial. Yearly highs and lows reflect the previous 52 weeks plus the current week but not the latest trading day. Where a split or stock dividend amounting to 25 per cent or more has been paid, the year's high-low range and dividend are shown for the new stock only. Unless otherwise noted, rates of dividends are annual disbursements based on the latest declaration.

a-dividend also extrast  b-annual rate of dividend plus stock dividend c-liquidating dividend cld-called, d-new year low e-dividend declared or paid in preceding 12 months, g-dividend in Canadian funds, subject to 15% non-residence tax, l-dividend declared after split-up or stock dividend l-dividend paid this year amount deferred or no action taken at latest di-

paid this year, omitted, deferred, or no action taken at latest dividend meeting. 4—dividend declared or paid this year, an accumulative issue with dividends in arrears. 5—new issue in the year 1950-51. The last two items begin with the start of teaching.

relative issue with dividends of at least 1% now paid in the past 52 weeks. The high-low range begins with the start of trading nd-next day delivery P/E-price-earnings ratio r-dividend declared or paid in preceding 12 months plus stock dividend.

declared or paid in preceding 12 months plus stock dividend. 2-stock split. Dividends begins with date of split. 3-is-cash. 1-dividend paid in stock in preceding 12 months. estimated cash value on ex-dividend or ex-distribution date. 4-new yearly high.

**v**-trading halted **w**-in bankruptcy or receivership or being re-  
proposed under the Bankruptcy Act, or securities assumed by

organised under the Bankruptcy Act, or securities assumed by such companies wd-when distributed, wi-when issued, wu-with warrants, x-ex-dividend or ex-rights, xdis-ex-distribution, xwd-with warrants wd-ex-dividend and issued in full wd-wd.

4 xw-without warrants y-ex dividend and sales in full yd-yield.  
5 z=sales in full

\_\_\_\_\_







## **INSURANCE & OVERSEAS MANAGED FUNDS**

## OFFSHORE AND OVERSEAS





## CURRENCIES, MONEY and CAPITAL MARKETS

### FOREIGN EXCHANGES

#### Gambling on the money supply

BY COLIN MILLHAM

**THE DOLLAR'S** value on the foreign exchanges is totally dominated by weekly variations in U.S. M1 money supply, and this has made the market into even more of a speculative medium than usual.

Gambling on bad figures is large rises, taking M1 well above the Federal Reserve's target range, would certainly have had dire consequences last few months, despite the protestations of various U.S. officials that large distortions in M1 did not necessarily mean higher interest rates, providing M2 and M3 remained under reasonable control.

But even if the market believes there is not much

margin left in the upward path of interest rates, it is not expected rates can be reduced substantially, and this leaves a very large differential between the levels ruling in New York and Frankfurt.

Early last week the picture changed somewhat, however, following one week of better-than-expected M1 figures. It was by no means clear, however, that the market would bring about a significant rise in the following weeks, would bring much slower growth, taking the upward pressure off rates. It was no longer a situation where buying dollars brought inevitable profits, but a situation of possibility, being caught with long dollar positions at a time when the currency had

peaked. This resulted in considerable book squaring in the latter part of the week.

There have been several occasions in the fairly recent past when the dollar had apparently reached its peak only to advance further as the market showed a disturbed reaction to a rather bad set of money supply figures.

At the moment most analysts are looking for a weaker dollar, suggesting that only the attrac-

tive relationship between U.S. interest rates and inflation has kept the currency so firm. On this basis the dollar should be seen as a new era of the trade cycle is entered, but is this the time?

It may be, but finding the right currency analyst at the moment is similar to finding the winner of the Grand National.

According to Reuter's survey of M1 forecasts for Friday

ranged between a fall of \$2.7bn

and an increase of \$1.3bn.

#### FORWARD RATES AGAINST STERLING

Spot 1 month 3 months 6 months 12 months

Dollar ..... 1.5180 1.5075 1.5065 1.5055 1.5025

D-Mark ..... 4.2750 4.02 3.95 3.90 3.84

French Franc ..... 12.12 12.1620 12.279 12.4975 12.8945

Swiss Franc ..... 2.2750 2.2605 2.2220 2.1890 2.1050

Japanese Yen ..... 370.50 363.40 367.80 364.30 356.10

EMS EUROPEAN CURRENCY UNIT RATES					
	ECU	Currency	% change	% change	Divergence
	Amounts	against ECU	from central	adjusted for divergence	
Belgian Franc	4,626.00		+1.1%	+1.0%	+1.0%
Denmark Krona	8,145.00		+1.4%	+1.3%	+1.3%
German D-Mark	2,241.00		+1.6%	+0.9%	+0.9%
French Franc	6,876.50		-0.2%	-1.0%	+1.4%
Dutch Guilder	1.215.00		+0.5%	+0.5%	+0.5%
Irish Punt	0.725.00		-0.5%	-1.2%	+1.8%
Italian Lira	1,403.48	135.00	-3.17	-3.17	+1.1505

Changes are for ECU, therefore positive change denotes a weak currency. Adjustment calculated by Financial Times.

### OTHER CURRENCIES

Aug. 19	£		\$		Note Rate	
	Day's spread	Close	One month	p.a.	Three months	p.a.
U.S. 1.6710-1.6820	1.6710-1.6720	1.6710-1.6720	0.05-0.10c dis	-0.59	0.22-0.275c dis	-0.54
Canada 1.4270-1.4320	1.4270-1.4320	1.4270-1.4320	1-1c dis	0.12-0.20	0.05-0.10c dis	0.15
Belgium 80.50-81.20	80.70-81.20	80.70-81.20	0.20-0.25c dis	0.44	0.20-0.25c dis	0.55
Denmark 14.48-14.59	14.59-14.59	14.59-14.59	1-1c dis	1.08	2.15-2.15c dis	0.45
Ireland 1.1700-1.1720	1.1700-1.1720	1.1700-1.1720	0.25-0.30c dis	1.35	2.15-2.15c dis	0.45
Portugal 1.0700-1.0720	1.0700-1.0720	1.0700-1.0720	0.25-0.30c dis	1.35	2.15-2.15c dis	0.45
Spain 1.2500-1.2520	1.2500-1.2520	1.2500-1.2520	0.25-0.30c dis	1.35	2.15-2.15c dis	0.45
Italy 1.11-1.12	1.11-1.12	1.11-1.12	0.25-0.30c dis	1.35	2.15-2.15c dis	0.45
France 1.11-1.12	1.11-1.12	1.11-1.12	0.25-0.30c dis	1.35	2.15-2.15c dis	0.45
Sweden 1.11-1.12	1.11-1.12	1.11-1.12	0.25-0.30c dis	1.35	2.15-2.15c dis	0.45
Austria 1.55-1.56	1.55-1.56	1.55-1.56	0.25-0.30c dis	1.35	2.15-2.15c dis	0.45
Switz. 3.28-3.29	3.28-3.29	3.28-3.29	0.25-0.30c dis	1.35	2.15-2.15c dis	0.45

\*Selling rate.

### THE POUND SPOT AND FORWARD

Aug. 19	Day's spread		Close		One month	p.a.	Three months	p.a.
	Days	Days	Days	Days				
U.S. 1.6710-1.6820	1.6710-1.6720	1.6710-1.6720	0.05-0.10c dis	-0.59	0.22-0.275c dis	-0.54		
Canada 1.4270-1.4320	1.4270-1.4320	1.4270-1.4320	1-1c dis	0.12-0.20	0.05-0.10c dis	0.15		
Belgium 80.50-81.20	80.70-81.20	80.70-81.20	0.20-0.25c dis	0.44	0.20-0.25c dis	0.55		
Denmark 14.48-14.59	14.59-14.59	14.59-14.59	1-1c dis	1.08	2.15-2.15c dis	0.45		
Ireland 1.1700-1.1720	1.1700-1.1720	1.1700-1.1720	0.25-0.30c dis	1.35	2.15-2.15c dis	0.45		
Portugal 1.0700-1.0720	1.0700-1.0720	1.0700-1.0720	0.25-0.30c dis	1.35	2.15-2.15c dis	0.45		
Spain 1.2500-1.2520	1.2500-1.2520	1.2500-1.2520	0.25-0.30c dis	1.35	2.15-2.15c dis	0.45		
Italy 1.11-1.12	1.11-1.12	1.11-1.12	0.25-0.30c dis	1.35	2.15-2.15c dis	0.45		
France 1.11-1.12	1.11-1.12	1.11-1.12	0.25-0.30c dis	1.35	2.15-2.15c dis	0.45		
Sweden 1.11-1.12	1.11-1.12	1.11-1.12	0.25-0.30c dis	1.35	2.15-2.15c dis	0.45		
Austria 1.55-1.56	1.55-1.56	1.55-1.56	0.25-0.30c dis	1.35	2.15-2.15c dis	0.45		
Switz. 3.28-3.29	3.28-3.29	3.28-3.29	0.25-0.30c dis	1.35	2.15-2.15c dis	0.45		

Belgian rate is for convertible francs. Financial franc 81.25-81.35.

Six-month forward dollar 0.42-0.47c dis, 12-month 0.85-0.75c dis.

### EXCHANGE CROSS RATES

Aug. 19	Pound Sterling		U.S. Dollar		Deutschmark		Japanese Yen		French Franc		Swiss Franc		Dutch Guild		Italian Lira		Canadian Dollar		Belgian Franc	
	Day's spread	Close	Day's spread	Close	Day's spread	Close	Day's spread	Close	Day's spread	Close	Day's spread	Close	Day's spread	Close	Day's spread	Close	Day's spread	Close	Day's spread	Close
U.S. 0.6559	1.5118	4.055	2.655	270.5	12.12	3.575	4.510	2402	1.875	80.75	80.75	1.875	1.875	1.875	1.875	1.875	1.875	1.875	1.875	1.875
U.S. 0.6559	1.5118	4.055	2.655	270.5	12.12	3.575	4.510	2402	1.875	80.75	80.75	1.875	1.875	1.875	1.875	1.875	1.875	1.875	1.875	1.875
U.S. 0.6559	1.5118	4.055	2.655	270.5	12.12	3.575</														